

## Message Text

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PAGE 01 STOCKH 01917 161620Z  
ACTION EUR-12

INFO OCT-01 ISO-00 SIG-03 SS-15 A-01 MMO-01 /033 W  
-----114064 180512Z /17

R 161500Z MAY 78  
FM AMEMBASSY STOCKHOLM  
TO SECSTATE WASHDC 3799  
INFO AMEMBASSY BRUSSELS  
AMEMBASSY COPENHAGEN  
AMEMBASSY DUBLIN  
AMEMBASSY HELSINKI  
AMEMBASSY LONDON  
AMEMBASSY LUXEMBOURG  
AMEMBASSY OSLO  
AMEMBASSY REYKJAVIK  
AMEMBASSY THE HAGUE

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FOR EUR/NE

E.O. 11652: N/A  
TAGS: ASIG, SW  
SUBJECT: POST REPORTING

REF: LUXEMBOURG 476, STATE 109869

1. WE APPLAUD AMBASSADOR LOWENSTEIN'S WILLINGNESS TO  
POINT OUT THAT THE EMPEROR IS BUCK NAKED. FEW PEOPLE  
NOWADAYS HAVE THE COURAGE TO SAY OUT LOUD THAT  
SOMETHING LABELED A "MANAGERIAL TOOL" MAY PROVE A WASTE  
OF TIME.

2. DURING THE INSPECTORS' VISIT TO STOCKHOLM THEY PUT A  
GREAT DEAL OF EMPHASIS ON "LOOKING GOOD" TO THE DEPARTMENT  
BY DOING CAREFUL PRESENTATIONS OF GORMS, PARMS,  
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REPORTING PLANS AND THE LIKE. WE FELT THERE SHOULD  
HAVE BEEN MORE ATTENTION TO HOW THE EMBASSY WAS IN FACT  
DOING ITS JOB OF PROMOTING AMERICAN INTERESTS IN AND  
WITH SWEDEN. WE HELD AND HOLD TO THE OLD-FASHIONED  
VIEW, AS DOES AMBASSADOR LOWENSTEIN, THAT THE MEASURE  
OF AN EMBASSY'S PERFORMANCE IS NOT WHAT IT SAYS IT  
PLANS TO DO IN THE COMING YEAR BUT WHAT IT IS ACTUALLY

DOING. A STRONG COUNTRY TEAM BY VIRTUE OF COLLABORATION SHOULD HAVE A PHILOSOPHY AND METHOD OF OPERATION THAT WORKS PRAGMATICALLY YET WITHIN THE PRINCIPLES SPELLED OUT IN THE GOALS AND ASSESSMENT REPORT.

3. WE ARE NOT SURE WHAT A "POST REPORTING PLAN" WILL ACCOMPLISH FOR THE DEPARTMENT, AND ANY EMBASSY WORTH ITS SALT SHOULD KNOW WHAT IS WORTH REPORTING WITHOUT MAKING A PROJECT OUT OF PLANNING IT. (WE ARE NOT REFERRING TO THE CERP SCHEDULE OR OTHER ALREADY REQUIRED REPORTS.) IF THERE ARE GAPS IN REPORTING, THE DESK SHOULD SAY SO; AND THE GENERAL RANGE OF SUBJECTS TO BE REPORTED IS PRETTY WELL COVERED ALREADY EITHER BY COMMON SENSE OR ELSE BY THE LABORIOUS ANNUAL ASSESSMENT PROCESS WHICH HAS PAINSTAKINGLY BEEN ANALYZED BY THE DESK. OUR FEAR IS THAT AN EXCESS OF PLANNING MAY LEAD TO A DECLINE IN FLEXIBILITY AND CREATIVITY, SO THAT EMBASSIES TAILOR EVENTS TO THEIR REPORTING PLAN RATHER THAN THE OTHER WAY AROUND. WE HOPE REALITY WILL CONTINUE TO TAKE PRECEDENCE OVER GOAL-SETTING PROGRAMS ESTABLISHED FOR THE MERE SAKE OF SERVING UP SUCH A FORMAT.

4. HAVING SAID THIS, WE WILL INDEED SUBMIT A REPLY TO THE INSTRUCTION SET BY THE DEADLINE. THE POLITICAL COUNSELOR'S LETTER OF MARCH 20 TO RONALD WOODS OF LIMITED OFFICIAL USE

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EUR/NE HAS ALREADY SET FORTH PLANNED POLITICAL REPORTING TOPICS, AND WE SHALL ADD ECONOMIC AND OTHER TOPICS TO THESE IN OUR FORTHCOMING REPLY. MEANWHILE WE HOPE THESE REMARKS WILL BE TAKEN, AS THEY AND WE ARE SURE AMBASSADOR LOWENSTEIN'S WERE INTENDED, IN THE SPIRIT OF CONSTRUCTIVE CRITICISM. KENNEDY-MINOTT

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NNN

## Message Attributes

**Automatic Decaptioning:** X  
**Capture Date:** 01 jan 1994  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
**Control Number:** n/a  
**Copy:** SINGLE  
**Draft Date:** 16 may 1978  
**Decaption Date:** 01 jan 1960  
**Decaption Note:**  
**Disposition Action:** RELEASED  
**Disposition Approved on Date:**  
**Disposition Case Number:** n/a  
**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 20 Mar 2014  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
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**Enclosure:** n/a  
**Executive Order:** N/A  
**Errors:** N/A  
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**Original Handling Restrictions:** n/a  
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**Previous Classification:** LIMITED OFFICIAL USE  
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**Reference:** 78 LUXEMBOURG 476, 78 STATE 109869  
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**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
**Review Date:** 16 may 2005  
**Review Event:**  
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**Review Markings:**  
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